



# Development Leadership

*Knowledge for Development Strategy  
BTEC Presentation  
September, 2002*

# Knowledge for Development

---

**Knowledge** - information put to productive use by *people*.

**Knowledge management** - the *systematic* approach to help knowledge emerge and flow to the right people at the right time.



# USAID Knowledge Management

---

USAID's strength derives from our rich field experience and extensive knowledge of development issues. Managing our knowledge as a critical asset allows us to improve strategy, operations and results. This management will require knowledge to be:

## **Enabled by people, process and technology**

- Knowledge sharing culture
- Tools and techniques to collect and share knowledge
- Systems that deliver timely and relevant information when decisions are being made

## **Embedded in core Agency functions**

- Knowledge creation
- Knowledge sharing
- Capture and Re-use of intellectual assets

# USAID Knowledge Management

---

Knowledge management will provide support for Agency strategies and Agency operations. It will focus on:

- **Leadership through innovation**
- **Effectiveness**
- **Responsiveness**

# Why Knowledge Management?

Focus groups sponsored by LPA and PPC identified needs and issues to be resolved by better access to timely and relevant information and knowledge.

## PEOPLE

- Insufficient knowledge of who knows what, of who does what
- Knowledge is in people's heads - when they walk, it walks. Need to harvest tacit knowledge, share with new employees.

## PROCESS

- No linkages between knowledge sharing communities
- Too much re-inventing the wheel

## TECHNOLOGY

- Too much data, too little information
- Inadequate data planning and coordination

# USAID Knowledge Creation

USAID is the best source of the very knowledge that it needs. The knowledge required to meet our on-going and future responsibilities is embedded in our own people, processes and technology. Harvesting and leveraging this abundant resource is our challenge. Examples of this knowledge include:

## Field Activities

- Success Stories and Lessons Learned
- Scopes of Work
- Program Design / Implementation
- Contractor Experience
- Technical and Administrative Assistance
- Interagency Processes
- Agency, Bureau and Mission web sites
- Listservs and Communities of Practice

## Stakeholder Reporting

- GPRA, Annual Report, Strategic Plans, CBJ, etc.

## Outreach Efforts

- Speeches, Opinion Pieces, Media Appearances, Issue Briefs, Discussion Papers, Brochures and Pamphlets

## CDIE Knowledge Assets

- Evaluation Highlights, News, Special Studies, Impact Evaluations, Program Evaluations
- Managing for Results Papers, Policy Seminars and conferences, Performance Monitoring and Evaluation TIPS
- Economic and Social Data Base, Research and Reference Services

# Knowledge Management Vision

Leverage and share our knowledge by embracing a process to manage USAID knowledge not only with a set of tool and techniques, but with behaviors that will enable the Agency provide development leadership for formulation and implementation of our national foreign policy agenda.

## **ONE-STOP RESOURCE**

- For knowledge sharing and learning
- Data, information, resources, experience-based solution

## **ENABLED BY WEB-BASED TOOLS**

- Portal, search, collaboration, expertise

## **CREATING ACCESSIBLE COMMUNITIES OF PRACTICE**

- PPC Coordination, support and assistance
- Facilitated by knowledge intermediaries

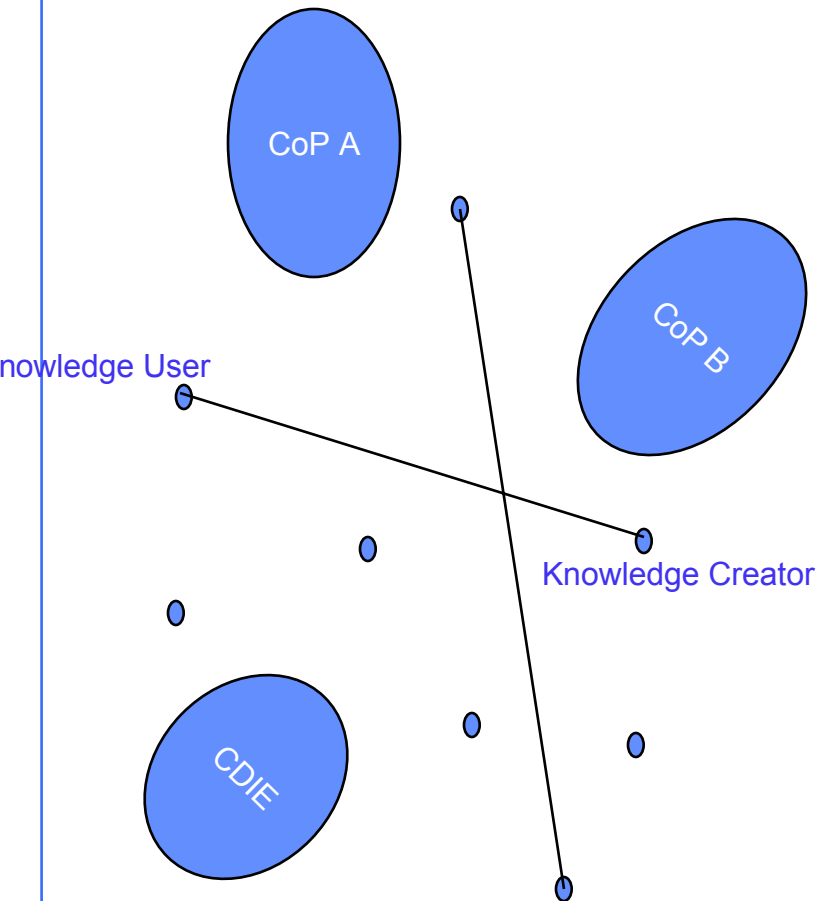
## **SUPPORTING USAID DEVELOPMENT LEADERSHIP OBJECTIVES**

- Interagency cooperation, Donor Coordination
- Public outreach and partnering

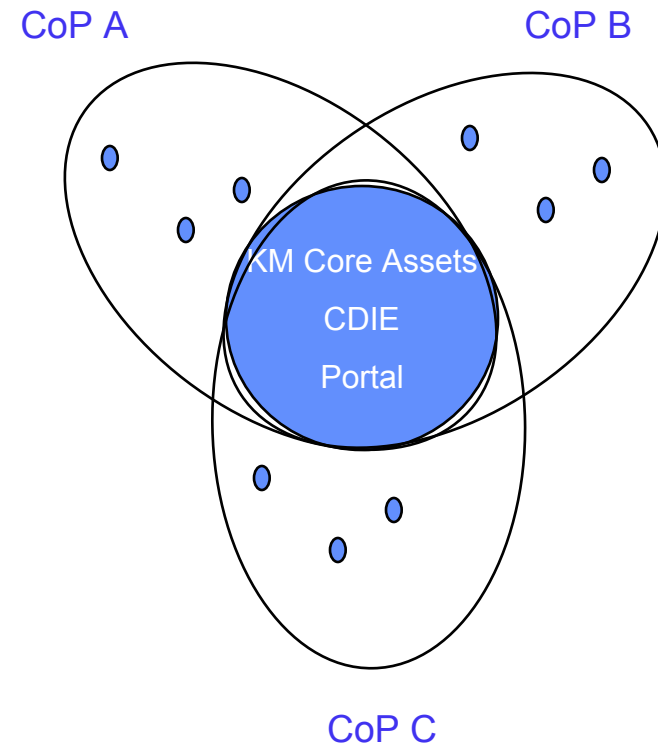
# Knowledge Management Vision

Knowledge Management should take our disparate agency knowledge and offer tools to make it accessible in a systematic way.

## As Is



## To be





# Benefits to USAID constituencies

---

Once implemented, the proposed vision will provide benefit to all Agency constituencies

## **FIELD STAFF**

- Access to most relevant Agency experiences and expertise of all knowledgeable USAID staff and outside experts (through Communities of Practice); simplified search and retrieval for information (through web-based tools)

## **WASHINGTON ANALYSTS**

- Access to re-useable information (lessons learned, past analysis, academic studies), technical and field experts / expertise, timely and relevant data and analytical tools to synthesize this data

## **DECISION-MAKERS**

- Timely access to most knowledgeable personnel, most valuable information

## **PUBLIC**

- More information available to “tell the story” of USAID and its success

## **USAID PARTNERS**

- Improved capability to share development knowledge with our partners and harvest their experiences

# Leveraging KM Success to Achieve the Vision

Knowledge management solutions exist throughout the Agency, developed locally for specific needs. Leveraging these KM successes, learning from and improving on them, filling the critical gaps will achieve our vision. Examples of KM in practice in the Agency today include:

**Communities of Practice** (e.g., Democracy and Governance Communities, Contracting Officers Community, EXOnet)

**Collaborative Software** (e.g., WebBoards, eRooms)

**Success Stories** (e.g., Africa Bureau Stories, E&E Training Success Stories, Process, Tool and Database)

**Lessons Learned** (e.g., Evaluations, Interviewing-exit videos)

**Institutional Memory** (e.g., Development Experience Clearinghouse)

**Best Practices** (e.g., NEP knowledge sharing, sharing SOW's)

# Leveraging KM Success to Achieve the Vision

---

Critical gaps to be filled include:

- **Community of Practice expansion**

Existing Communities of Practice need to be accessible to non-members and augmented with knowledge sharing tools. Areas requiring enhanced knowledge sharing need assistance developing Communities of Practice.

- **Knowledge Portal solution**

A Knowledge Sharing website that offers access to Agency Communities of Practice, collaboration and decision support tools, and archived agency experience.

- **Decision Support solutions**

Data needs to be available automatically in a form useful for decision-making.

# Knowledge Management Strategy

---

Achieving the KM vision will not be a short process. The steps needed fall into three broad categories:

## **ENHANCING EXISTING KM ASSETS**

- The Agency, in the short-term, can make changes to its Core KM Assets (CDIE, Web sites) that enhance their transparency and use

## **PILOT PROJECTS**

- True knowledge sharing only come with engagement of field and policy staff. A series of pilot projects, focusing on small communities of practice, will encourage knowledge sharing and identify its obstacles

## **LONG TERM SYSTEM AND CULTURAL CHANGES**

- Ultimately, USAID will need systems and incentives that support KM.

# Enhancing Existing KM Assets (potential initiatives)

## Key Initiatives

- **Make CDIE activities and assignments available on the intranet in a searchable database**
- **Develop an integrated policy, research and evaluation agenda for PPC, USAID and the foreign affairs community**
- **Re-orient evaluation studies to generate and share knowledge related to priority agenda issues**
- **Create a KM portal that can house collaboration tools, expertise locators and links to internal and external data sources**
- **Reorganize the Agency web page to reflect an intuitive functional structure that groups all activities, worldwide, into key functional or technical areas**

## Further Initiatives

- **Inventory PPC and other bureau documents, databases and other knowledge resources on development theory, strategy and experience - intranet accessible.**
- **Develop a records management and document management strategy for development leadership - including a document storage, archival and retrieval plan**
- **Develop a generation knowledge transfer process**
- **Develop Expert Directories providing accurate information on Agency personnel with expertise in any given area**
- **Enhance sector council interaction by capturing and reporting proceedings and decisions through the web**

# Pilot Projects

## **Develop Story Telling Processes and Tools**

- Requirements analysis
- Story standards
- Success Story Database
- Training and Implementation

## **Develop a Knowledge Sharing portal and Communities of Practice**

- Communities are a group of people who share a common interest, common practice and a commitment to share and expand the knowledge for that practice
  - Identify potential communities and participants
  - Provide tools for collaboration and expertise
  - Explore implementation issues for full USAID-wide implementation
- Initial CoP's would be PPC and M centered (e.g. evaluation, procurement)
- Knowledge management CoP

# Long Term Changes

---

## **Decision Support Framework**

- Focused primarily on the reporting needs of the Agency
  - A measurement and reporting policy - to allow linking of transactional and experiential databases
  - A Management Decision Support system - to link transactional and financial databases with programmatic and experiential databases

## **Knowledge sharing incentives**

- Ultimately may involve changes in compensation system; initially non-monetary rewards (recognition) could help encourage knowledge sharing

# Possible Action Plan

ID	i	Task Name	Duration	Start	arter		4th Quarter			1st Quarter			2nd Quarter			3rd Quarter		
					Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	
0		Knowledge Management Action Plan	228 days	Tue 9/17/02														
1		BTEC Meeting - Presentation	1 day	Tue 9/17/02														
2		Select M Bureau CoP Pilot	24 days	Tue 10/1/02														
3		Select PPC CoP Pilot	24 days	Tue 10/1/02														
4		Launch LPA Storytelling Pilot	24 days	Tue 10/1/02														
5		Knowledge Fair - Project Launch	11 days	Fri 11/1/02														
6		Phase 1 Upgrade of CDIE on-line	24 days	Tue 10/1/02														
7		Community Portal (Development InforMart)	45 days	Tue 10/1/02														
8		Contracts in Place to Administer Pilots	45 days	Tue 10/1/02														
9		Launch First Pilot CoP	151 days	Mon 12/2/02														
10		Project Retrospective	23 days	Mon 12/2/02														
11		Launch Second Pilot CoP	152 days	Wed 1/1/03														
12		Choose New set of Pilots	24 days	Wed 1/1/03														
13		New Web Page	21 days	Mon 2/3/03														
14		Enterprise Portal	22 days	Mon 3/3/03														



# Discussion

---

- What KM activities are of highest importance to BTEC members / constituencies?
- Which Communities of Practice are of interest?
- Which potential pilot activities are most relevant to BTEC needs?
- Comments / Concerns?